



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
ARMY DEVELOPMENT SYSTEM XXI TASK FORCE  
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ALEXANDRIA VA 22331-1600



31 August 2001

Fellow Soldiers,

In the Fall of 1999, the Army Chief of Staff chartered a task force to assess our Army's enlisted and warrant officer personnel management systems, and recommend changes to those systems as appropriate. The results of this nearly 2-year effort involving research, analysis and staff coordination provide what is known as the Enlisted and Warrant Officer Personnel Management Systems XXI (EPMS XXI and WOPMS XXI).

Together with the Officer Personnel Management System XXI (OPMS XXI), EPMS XXI and WOPMS XXI are collectively referred to as Army Development Systems XXI (ADS XXI). The Army Development System (ADS) is "a holistic system concept combining officer, warrant officer soldier and civilian development systems," and consists of the character development, performance evaluation, leader development, and personnel management subsystems (OPMS XXI Final Report, 9 June 1997).

The key to successful ADS implementation is its strategic approach to human resource (HR) management as articulated in the OPMS XXI Final Report, the most important feature of OPMS XXI. The strategic approach starts with a periodic, cyclic review of The Army's roles and mission, the part that officers, warrant officers, and enlisted soldiers play in accomplishing the mission, and the necessary human behaviors. This periodic, cyclic review provides The Army leadership with a proactive decision-making venue to adjust the ADS appropriately for those behaviors to best support the Army's mission.

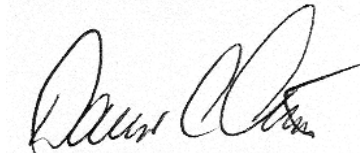
As the names imply, OPMS XXI, EPMS XXI and WOPMS XXI considered the requirements of The Army's Force XXI. The "periodic, cyclic review", however, provides for a journey rather than a destination. This feature of inherent self-adjustment gives The Army the means by which to modify behaviors to fit evolution or changes to our strategic objective, Army Transformation.

On this CD you will find several documents to help with understanding and implementing Army Development System XXI initiatives. The [ADS XXI Overview](#) briefing succinctly summarizes the approved WOPMS and EPMS recommendations. The [EPMS XXI](#) and [WOPMS XXI](#) Final Reports provide background, study methodology and approved recommendations. The [ADS XXI Decision Briefings](#) recap those recommendations as they were briefed to the VCSA and CSA for decision. The [OPMS XXI](#) final report also is included.

You can find updates to this information on the ADS XXI website [www.army.mil/adsxxi](http://www.army.mil/adsxxi). Your comments and questions concerning ADS XXI and how it

supports Army Transformation are always welcome. You can reach us at DSN 221-0993 or (703) 325-0993, or email at [adsxxi@hoffman.army.mil](mailto:adsxxi@hoffman.army.mil). I hope you will find this information helpful and informative. On behalf of the members of the ADS XXI TF and all those who participated in or supported this effort, thank you for your attention to and support of the personnel management systems that have been designed to support our evolution to the Objective Force through Army Transformation.

Sincerely,

A handwritten signature in black ink, appearing to read 'David C. Cutler', is written over a light gray rectangular background.

David C. Cutler  
Colonel, Field Artillery  
Director